

# TOWN MANAGER EVALUATION

## FY2012

**Select Board Member: Aaron Hayden**

*For the purposes of this document, the evaluation terms shall be defined as:*

**Commendable** = Performance surpassing reasonable expectations

**Satisfactory** = Performance meeting reasonable expectations

**Needs improvement** = Performance below reasonable expectations, with improvement likely

**Unsatisfactory** = Performance below reasonable expectations, with improvement unlikely

**Unable to judge** = Insufficient information available for evaluation (Please explain)

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
<b><u>FISCAL MANAGEMENT</u></b>						
<b>Annual Expectations</b>						
1. Plans and organizes the preparation of an annual budget.	X					
2. Prepares budget in conformance with the Select Board's Budget Policy Guidelines memo.	X					I really appreciate the layout of the proposed Budgets as well as the quarterly updates: it makes it very clear how the guidelines are being met
3. Plans, organizes and administers the adopted budget within approved revenues and expenditures.	X					Mr. Musante and his financial team have garnered and maintained the highest bond rating as a result of the quality of work on the budget.
<b>FY12 Goal</b>						
4. <b>(FY12 Goal #1)</b> The Town Manager shall develop specific <b>recommendations for consideration by the Select Board</b> to address the ongoing revenue challenge, to include: a. generating new revenue; b. reducing expenses through efficiencies in Town structure and service delivery, including regionalization of services where appropriate; c. negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support, and mindful of the stagnant economy and conservative projections for the next few years; d. pursuing an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.	X	X				There are many facets to the challenge of revenue, doing more with less and finding more too: There are impediments yet to be surmounted in garnering significant new sources of revenue.  I really appreciate Mr. Musante's effectiveness at using the resources in hand to deliver the services we need and remain hopeful that businesses appropriate to Amherst will be attracted here.
<b><u>RELATIONSHIP WITH THE BOARD AND TOWN MEETING</u></b>						
<b>Annual Expectations</b>						
5. Makes professional recommendations to the Board on items requiring Board action.	X					Mr. Musante's communications with the Select Board and notable and I feel we on the Select Board are kept abreast of the issues we need to act on.

AREAS OF RESPONSIBILITY	Commendable	Satisfactory	Needs Improvement	Unsatisfactory	Unable to Judge	COMMENTS
6. Interprets and executes the intent of Board policy.	X					
7. Maintains a professional, impartial and effective working relationship with the Board.	X					
8. Presents to Town Meeting with thorough preparation and clear communication.	X					I want to commend Mr. Musante on his presentations and for having principal staff available to augment his presentations. I am mindful of the few gaffs and malmots in the very human endeavor to engage with Town Meeting.
<b>FY12 Goal</b>						
9. <b>(FY12 Goal #6)</b> The Town Manager shall keep the Select Board fully informed by: <ul style="list-style-type: none"> <li>a. responding to and initiating improved communication efforts;</li> <li>b. recognizing that any issue or change that directly or significantly impacts the community falls within the Select Board's authority to provide feedback;</li> <li>c. allowing the Select Board opportunity to provide feedback on policy/practice initiatives and changes before implementation;</li> <li>d. involving the Select Board in the determination of collective bargaining strategies for the current contract process, and keeping us updated on its progress;</li> <li>e. ensuring that all members of the Select Board are aware of anything significant before it appears in the newspaper.</li> </ul>	X					I appreciate the stream of communications we receive on these issues from Mr. Musante. It has been good not to be surprised. This year there were events that particularly challenged the systems of communication, unusual snow storms and utility outages, that were handled effectively.
<b><u>LONG RANGE PLANNING</u></b>						
<b>Annual Expectations</b>						
10. Maintains a knowledge of new technologies, systems and methods, etc. in relation to Town services.	X					It is very helpful to hear the ideas Mr. Musante brings back from his various sources on this.
<b>FY12 Goals</b>						
11. <b>(FY12 Goal #7)</b> The Town Manager shall provide the Select Board with a detailed assessment of Town-owned buildings regarding their current use, and anticipated future benefit and liability. He will make recommendations on whether or not it is in the Town's best interest to maintain ownership of each one. If any recommendations are to repurpose a building or not maintain its ownership, he will suggest how best to proceed.					X	The catalogue we have in hand has a number of changes since it was issued and while I am satisfied that individually we are kept up on individual buildings' needs I have not seen the overall plan.

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12. <b>(FY12 Goal #8)</b> The Town Manager shall help Amherst become a greener, more sustainable community by initiating and advocating for new "green" efforts and programs, and he shall inform the Select Board and the community about these efforts and their results.	X					Mr. Musante was helpful in guiding us to becoming a Green Community and now is mounting vigorous efforts to surmount the obstacles in the way of the photo voltaic array. Also even before the advent of being an official Green Community it is notable the efforts to conserve. Also notable is Mr. Musante's efforts on getting more trees planted in Town.
13. <b>(FY12 Goal #9)</b> The Town Manager shall create, through consultation with each department's staff, a recommended staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs. This will provide a framework for prioritizing recommendations for future hiring. Such future recommendations should address the full cost of each position, including post-employment benefits.					X	With our new HR director on board I am looking forward to this analysis.
<b><u>STAFF AND PERSONNEL RELATIONS</u></b>						
<b>Annual Expectations</b>						
14. Models sound personnel procedures and practices in oversight of human resources function.	X					
15. Leads, directs and develops Town staff.	X					The quality of recent hirings is notable.
16. Develops good staff morale and loyalty to the Town.	X	X				
17. Recruits and assigns the best available personnel in terms of their competencies.	X					I appreciate Mr. Musante's recent recruits and assignments.
18. Leads the negotiations of labor contracts representing Town interests and Board guidelines.	X					
<b>FY12 Goals</b>						
19. <b>(FY12 Goal #4)</b> The Town Manager shall make high staff morale a priority. Efforts shall include: a. increasing communication between himself and staff at all levels, in order to inform, engage and solicit feedback; b. encouraging a workplace culture of civility, mentoring and receptivity to new ideas and innovations for improved service delivery.	X					Mr. Musante's efforts on staff morale are commendable: I realize there is always work to be done on this and there are some significant tasks to be completed. Mr. Musante has an excellent recruit in the new HR director and I look forward to their continued efforts on this.
					X	I am looking forward to the efforts that can be undertaken

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20. <b>(FY12 Goal #5)</b> The Town Manager shall conduct an assessment of the Town's Human Resources needs and capabilities, in order to determine how well we are recruiting, hiring, retaining and supporting Town staff, and how aligned we are with best practices in the human resources field. The Town Manager shall inform the Select Board about the assessment results and his plan to address any necessary changes.						now that we have a new HR – I have high expectations for the results.
<b><u>COMMUNITY and INTERGOVERNMENTAL RELATIONS</u></b>						
<b>Annual Expectations</b>						
21. Ensures that an attitude and feeling of helpfulness, courtesy and sensitivity to public perception exists in employees coming in contact with the public.	X					I have received numerous reports of improvements in this arena, - there is always lot of work to do and I appreciate the progress.
22. Represents the Town to media as Chief Public Relations spokesperson on Town government issues.	X					
23. Maintains awareness of developments and plans in other jurisdictions, including the colleges and university, that may relate to or affect Town government.	X					This was particularly challenging this year with a new college president and university chancellor in Town. Beyond the institutions there has been commendable work with our neighboring Towns, not the least of which has been regarding the various regionalization efforts underway.
<b>FY12 Goals</b>						
24. <b>(FY12 Goal #2)</b> The Town Manager shall continue to strengthen relationships with UMass and the Colleges, for concrete progress in areas that improve the community's quality of life by: a. mitigating the impacts of a significant student population: on neighborhoods, on demand for public safety resources, on parking and traffic issues, and so forth; b. compensating for the significant amount of non-taxable property; c. pursuing issues of mutual benefit to the Town and the academic institutions	X					
25. <b>(FY12 Goal #3)</b> The Town Manager shall actively engage the community to: a. provide information about Town successes and challenges, and to seek support for initiatives that address the latter; b. gather information about strengths and weaknesses of municipal service delivery	X					I want to commend Mr. Musante for pursuing this on two fronts. One is through the usual press releases and direct correspondence (which at times has gotten behind) but also by joining and so being in direct communication with various bodies that are working to deliver services. His appointment as Chair the to PVTa is a notable example of

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						this.
<b><u>GENERAL EXPECTATIONS</u></b>						
26. Feel free to comment on strengths or weaknesses in any of the following areas: Professionalism Leadership Enthusiasm Accessibility Setting priorities Communication style Listening skills Public speaking	Community spirit Defends conviction under pressure Openness to differing views/new information Resourcefulness Advocacy with State and Federal Government Crisis management Responsiveness Facilities management					<b>Comments</b>  I would add that Mr. Musante’s participation on boards and committees that are working on issues that directly affect Amherst is very valuable especially as Mr. Musante seems to have struck a good balance between working on those committees and getting the rest of the job done.  And his equanimity, professional attitude really do help the fraught process of running a complicated Town that Amherst is.  And as Mr. Musante builds his staff I am looking forward to having fulfilled expectations of their expertise, career growth and professionalism – things that will always be built on.
<b><u>OTHER COMMENTS</u></b>						

27. If you are willing to share any additional information, insight, or experience relevant to this evaluation, please do so here.